

Hospital	City / Town		County	Teaching Status [1]	Fiscal Year End	Number of Months Data	
North Shore Medical Center, Inc.	Salem		Essex	Nonteaching	09 / 30	9	
Financial Performance Indicators	FY02	FY03	FY04	FY05	FY06 Q3	MA Industry Median FY06 Q3	NorthEast US Median FY04 [2]
Profitability							
Operating Margin	0.00%	0.00%	-1.57%	-10.04%	-0.83%	1.43%	not available
Non-Operating Margin	0.00%	0.00%	-0.15%	1.81%	0.19%	1.30%	not available
Total Margin	0.00%	0.00%	-1.73%	-8.23%	-0.64%	3.17%	2.08%
Operating Surplus (Loss)			(\$5,367,000)	(\$34,187,000)	(\$2,314,000)	---	---
Total Surplus (Loss)			(\$5,895,000)	(\$28,022,000)	(\$1,779,000)	---	---
Liquidity							
Current Ratio	0.00	0.00	1.90	1.84	1.27	1.48	1.68
Days in Accounts Receivable	0.00	0.00	59.92	37.75	36.36	39.39	49.17
Average Payment Period	0.00	0.00	56.30	47.96	48.80	47.71	63.4
Solvency/Capital Structure							
Debt Service Coverage (Total) [3]			0.88	-0.39	---	---	3.11
Cashflow to Total Debt [4]			5.90%	-7.52%	---	---	16.38%
Equity Financing			38.46%	27.42%	15.93%	40.35%	47.45%
Other							
Total Net Assets			\$97,729,000	\$68,075,000	\$35,220,000	---	---
Assets Whose Use is Limited			\$17,434,000	\$21,463,000	\$4,349,000	---	---
Net Patient Service Revenue [5]			\$319,815,000	\$315,029,000	\$262,594,000	---	---

FY06 Q3 Filing based on hospital's UNAUDITED internal financial statements.

Data Sources: FY02 - FY06 Q3 data drawn from DHCFFP quarterly and annual filings.

CAVEATS: FY02 data is unaudited but reviewed by the Division for consistency with the Audited Financial Statements. FY03-FY05 annual data is reconciled to Audited Financial Statements for most hospitals. DHCFFP filings may not reflect all of the financial resources available to the hospital -- for example, resources available through associations with foundations or parents/affiliates. Financial information must be interpreted within the context of other factors, including, but not limited to, management plans, reimbursement changes, market behavior, and other factors affecting performance.

Comments: Hospitals may also submit comments which further explain or clarify specific data items. Any such disclosures are shown below.

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Notes:

[1] According to the Medicare Payment Advisory Commission (MEDPAC), a major teaching hospital is one with at least 25 FTE residents per 100 inpatient beds.

[2] NE US Median data from The "2006 Almanac of Hospital Financial & Operating Indicators." The Center for Healthcare Industry Performance Studies (CHIPS)/St. Anthony/Medicode INGENIX.

[3] Blank values indicate a facility with no current long term debt in the period covered. Ratio not applicable to quarterly analysis due to shortened time frame.

[4] Blank values indicate a facility with no long term debt net of current portion in the period covered. Ratio not applicable to quarterly analysis due to shortened time frame.

[5] Net Patient Service Revenue includes Premium Revenue.